

Naval Audit Service



Audit Report



Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers

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N2011-0031

3 May 2011

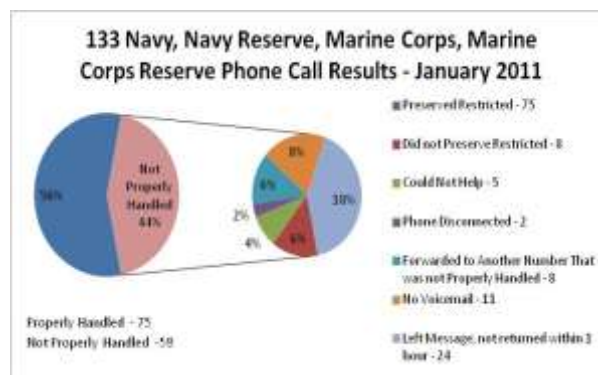
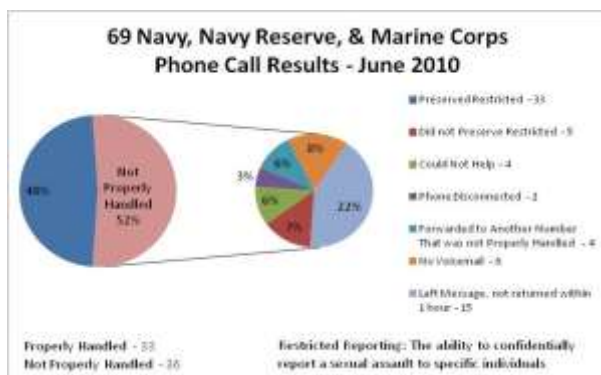
Highlights of this Report

Why the Audit was Conducted

This audit was self initiated to address the Secretary of the Navy's goal to reduce the number of sexual assaults in the Navy. The Department of the Navy (DON) is committed to eliminating sexual assault from its ranks and being on the cutting edge of all sexual assault prevention and response-related programs.

What the Audit Found

Fifty-two percent (36 of 69) of auditor-placed phone calls to DON sexual assault-related phone numbers were improperly handled, including a significant number that were not answered because the number was disconnected or did not have voice mail. Followup 7 months later found only limited overall improvement across DON (44 percent were still improperly handled). Details are available in the Finding of this report.



We also found that a number of installation and unit Web sites did not contain sexual assault-related phone numbers. Although this improved from May 2010 (33 of 97, or 34 percent, lacked phone numbers) to December 2010 (26 of 137, or 19 percent, lacked phone numbers), the absence of phone numbers on Web sites remains a significant issue.

What We Did

To test the effectiveness of DON sexual assault hotlines, the audit team made phone calls¹ to sexual assault-related phone numbers posted on various DON Web sites on 12 June 2010. We made another series of phone calls in January 2011 using the same method to locate the phone numbers called in June 2010. Because of the relationship between alcohol use and sexual assault, we made the phone calls on Saturdays.

What DON Can Do to Address the Situation

We made recommendations to specific DON components pertaining to the posting of 24/7 operational sexual assault phone numbers on DON Web sites, training, oversight, and testing of phone numbers. The Navy activities took or planned appropriate corrective actions; however, the Marine Corps did not provide a response and we are resubmitting the recommendations to them. Additionally, we recommend that the DON Sexual Assault Prevention and Response Office conduct a special study, using the results of the component testing, to determine the effectiveness of sexual assault phone numbers. The DON Sexual Assault Prevention and Response Office did not agree to conduct the studies. We disagree with their rationale (see the Finding) and are resubmitting the recommendation to them.

¹ During the phone call, the auditors explained the nature and purpose of the call and did not present themselves as a victim of sexual assault.

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NAVAL AUDIT SERVICE
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7510
N2010-NFO000-0111
3 May 11

**MEMORANDUM FOR COMMANDER, NAVY INSTALLATIONS COMMAND
CHIEF OF NAVY RESERVE
COMMANDANT OF THE MARINE CORPS
DEPARTMENT OF THE NAVY SEXUAL ASSAULT
PREVENTION AND RESPONSE OFFICE**

**Subj: RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE
NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (AUDIT
REPORT N2011-0031)**

Ref: (a) NAVAUDSVC memo 7510/N2010-NFO000-0111, dated 11 Jun 10
(b) SECNAV Instruction 7510.7F, "Department of the Navy Internal Audit"

1. This report provides results of the subject audit announced in reference (a). Section A of this report provides our findings and recommendations, summarized management responses, and our comments on the responses. Section B provides the status of the recommendations. The full texts of management responses are included in the Appendixes. The table below notes the status by action command for each recommendation. The findings provide additional details on the responses (including explanations for the status), and Section B provides the target completion dates for each recommendation.

Command	Recommendation No.	Status
Commander, Navy Installations Command	1, 2, 3, 4	Open
Chief of Navy Reserve	5-6 ----- 7-8	Closed ----- Open
Commandant of the Marine Corps	9, 10, 11, 12, 13, 14, 15, 16	Undecided
Department of the Navy Sexual Assault Prevention and Response Office	17	Undecided

2. The undecided recommendations are being resubmitted to the original action addressees. The addressees are required to provide comments on the undecided

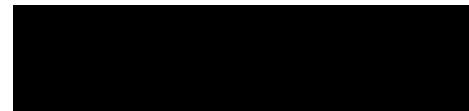
Subj: **RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE
NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (AUDIT
REPORT N2011-0031)**

recommendations within 30 days, and they may comment on other aspects of the report, if desired. Open recommendations are subject to monitoring in accordance with reference (b). Management should provide a written status report on the open recommendations within 30 days after target completion dates. No further correspondence is required on the closed recommendations.

3. Please provide all correspondence to the Assistant Auditor General for Manpower and Reserve Affairs Audits, XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX, with a copy to the Director, Policy and Oversight, XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXX. Please submit correspondence in electronic format (Microsoft Word or Adobe Acrobat file), and ensure that it is on letterhead and includes a scanned signature.

4. Any requests for this report under the Freedom of Information Act must be approved by the Auditor General of the Navy as required by reference (b). This audit report is also subject to followup in accordance with reference (b).

5. We appreciate the cooperation and courtesies extended to our auditors.



XXXXXXXXXXXXXXXXXXXXX
Assistant Auditor General
Manpower and Reserve Affairs Audits

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Section A:

Finding, Recommendations, and Corrective Actions

Finding: Department of the Navy Initial Responses to Sexual Assault-Related Phone Calls

Synopsis

We found a significant number of instances in which Department of the Navy (DON) sexual assault-related phone numbers (hotline, after-hours, and/or victim advocate phone numbers) either were not posted on installation or unit Web sites or phone calls made to posted phone numbers were improperly handled. Office of the Chief of Naval Operations Instruction 1752.1B requires a 24/7 response capability be made available to victims of sexual assault seeking assistance. We searched for DON sexual assault-related phone numbers on various DON Web sites for Navy and Marine Corps installations, Navy Operational Support Centers (which are Navy Reserve activities), and Marine Corps Reserve units² for our June 2010 and January 2011 phone call tests. We found sexual assault related phone numbers were only posted on applicable Web sites for 66 percent (64 of 97) of the installations and units we analyzed in May 2010. This rate increased to 81 percent (111 of 137) in December 2010.

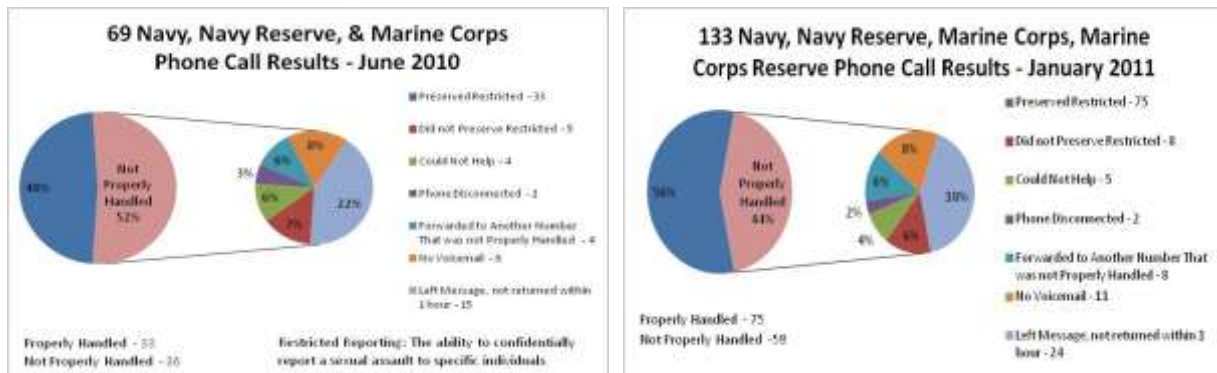
Table 1. Located Sexual Assault Related Phone Numbers by Installation

Installations	June 2010				January 2011		
	Searched	Found	% Found		Searched	Found	% Found
Navy	65	36	55		65	41	63
Marine Corps	16	12	75		16	14	88
NOSC	16	16	100		31	31	100
Marine Forces Reserve	-	-	-		25	25	100
Total	97	64	66		137	111	81

² We searched for Marine Corps Reserve Units in December 2010 and tested in January 2011 only.

We tested the effectiveness of the phone numbers by placing calls to them on 12 June 2010 and 1 January 2011.³ Only 48 percent (33 of 69) of our calls made to DON sexual assault-related phone numbers posted on various DON Web sites were properly handled⁴ in June 2010. The rate of properly handled calls increased in January 2011, but only to 56 percent (75 of 133).

Figure 1. Phone Call Results for June 2010 and January 2011



Properly handled phone calls were those answered by a victim advocate or sexual assault response coordinator where responses preserved the restricted reporting option, and those in which a message was returned within 1 hour and the restricted reporting option was preserved.⁵ It also included calls answered and forwarded to a victim advocate or sexual assault response coordinator.

Because of the large number of activities involved (93 unique Navy and Marine Corps installations and Navy Operational Support Centers, and 25 Marine Corps Reserve units), we did not determine the reasons why sexual assault-related phone numbers were not posted on DON Web sites and phone calls were improperly handled.

The phone numbers we contacted were posted on public Web sites so they could be called by sexual assault victims seeking assistance. When a call to one of the posted phone numbers is not properly handled, the sexual assault victim may not receive proper attention and guidance and may be discouraged from reporting the incident. Furthermore, there is a missed opportunity to improve the safety of the total force.

Specific component results for the Navy, Navy Reserve, Marine Corps, and Marine Corps Reserve can be found in the Audit Results section. Our audit was conducted between 11 June 2010 and 22 March 2011.

³ Because of the relationship between alcohol use and sexual assault, we made the phone calls on Saturdays.

⁴ More details on improperly handled phone calls are located in Exhibit A.

⁵ The restricted reporting option allows service members to report they have been a victim of sexual assault to specific officials on a confidential basis.

Reason for Audit and Objectives

This audit was initiated by the Auditor General of the Navy to address the Secretary of the Navy's goal to reduce the number of sexual assaults in the Navy.

The audit objectives were to: (1) verify that DON's initial responses to victim sexual assault complaints are effective, efficient, and appropriate; (2) verify that the proper DON entities are involved in sexual assault prevention and response activities, and their involvement is at an appropriate level of effort; and (3) identify the resources budgeted and/or expended on sexual assault prevention and response and its related activities. During the audit, we found various ongoing efforts by the commands to address the resources, roles, and responsibilities of the sexual assault prevention and response entities. Therefore, we decided not to review the resources and entities' efforts at this time.

Background

Sexual assault is a crime that is detrimental to readiness, retention, and morale. It attacks the human dignity of Sailors and Marines and is inconsistent with the Navy's ethos. According to Navy Administrative Message (NAVADMIN) 282-09, the Navy is committed to eliminating sexual assault from its ranks and being on the cutting edge of all sexual assault prevention and response-related programs. In September 2009, the Secretary of the Navy held a Sexual Assault Summit for all the Flag Officers and Senior Executive Service staff to have an honest look at the issue of sexual assault prevention and response and discuss the strategy for reducing sexual assaults in the Navy. For additional background, please see Exhibit B.

Communication with Management

Throughout the audit, we kept various commands informed of the conditions noted. We informed the Vice Chief of Naval Operations, Assistant Commandant of the Marine Corps, and the Chief of the Navy Reserve of the results of our first phone call test on 1 July 2010.

In February 2011, we briefed our preliminary results of the January 2011 phone call test to the Under Secretary of the Navy; the Assistant Secretary of the Navy, Manpower and Reserve Affairs; the Deputy Assistant Secretary of the Navy, Reserve Affairs; the Vice Chief of Navy Operations; the Director, Department of the Navy Sexual Assault Prevention and Response Office; the Sexual Assault Prevention and Response Executive Agent; the Executive Director, Commander, Navy Installations Command, the Chief of

Navy Reserve; Deputy Director, Personal and Family Readiness Division, Manpower and Reserve Affairs Department, Headquarters, United States Marine Corps; Commander Marine Forces Reserve; the Executive Director, Marine Forces Reserve. Also, we provided our preliminary results to the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs.

Noteworthy Accomplishments

The Under Secretary of the Navy, the Vice Chief of Naval Operations, and the Assistant Commandant of the Marine Corps have each indicated that the conditions found by the audit are unacceptable and that they are implementing, or will continue to implement, corrective actions. The Under Secretary of the Navy has directed a followup audit effort to ensure corrective actions are effective.

Audit Results – Navy

Sexual Assault-Related Phone Numbers Posted on Navy Web Sites

We were able to locate posted sexual assault-related phone numbers for 55 percent and 63 percent of the installations in preparation for the June 2010 and January 2011 phone call tests, respectively.

Table 2. Located Sexual Assault Related Phone Numbers by Installation

Installations	June 2010				January 2011		
	Searched	Found	% Found		Searched	Found	% Found
Navy	65	36	55		65	41	63

In preparation for our June 2010 and January 2011 phone call tests, we searched in May 2010 and December 2010, respectively, for sexual assault-related phone numbers on installation and Fleet and Family Support Center Web sites for the 65 Navy installations identified on the Commander, Navy Installations Command public Web site.⁶

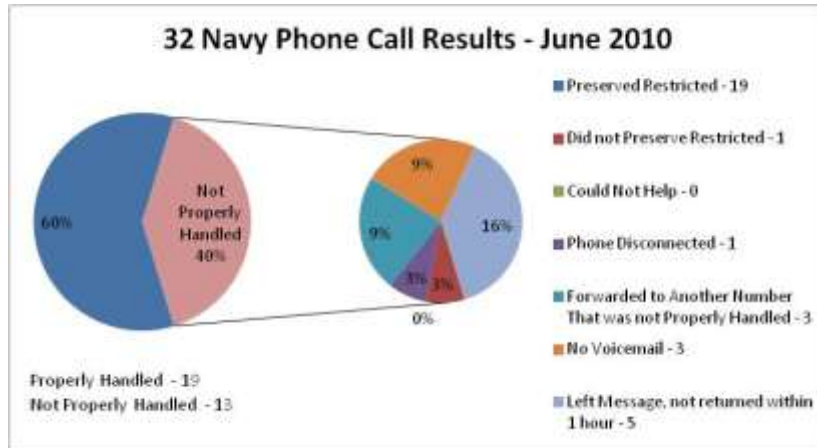
Auditor Phone Calls Made to Navy Installation Sexual Assault-Related Phone Numbers

12 June 2010 Navy Phone Call Results

We called 32 posted sexual assault-related phone numbers covering 36 Navy installations. The results were as follows:

⁶The Commander, Navy Installations Command is a public Web site and does not require a Common Access Card or password for access.

- 19 (60 percent) of the 32 calls were properly handled
- 13 (40 percent) of the 32 calls were not properly handled

Figure 2.

Because 40 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Vice Chief of Naval Operation and copied to Commander, Navy Installations Command and others about our preliminary results on 1 July 2010. In our memo, we suggested that the Navy take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, Commander, Navy Installations Command stated they initiated the following corrective action:

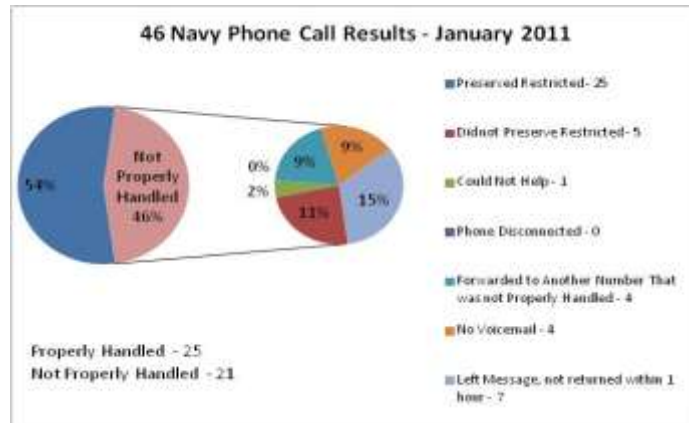
- Issued a Warning Order that establishes interim guidance for all regions to evaluate the accuracy of posted sexual assault prevention and response numbers in October 2010.

1 January 2011 Navy Phone Call Results

We called 46 posted sexual assault-related phone numbers covering 41⁷ Navy installations as a followup. The results were as follows:

- 25 (54 percent) of the 46 calls were properly handled
- 21 (46 percent) of the 46 calls were not properly handled

⁷ We searched for the same 65 Navy installations that were searched for in June 2010. We did not compare the phone call test results of June 2010 and January 2011 by installation because of various factors, including instances where phone numbers were changed, and situations where phone numbers for some installations were found for the June 2010 test but not for the January 2011 test.

Figure 3.

Comparison of 12 June 2010 and 1 January 2011 Navy Phone Call Results

When we compared the phone call test results, we found that the percentage of improperly handled calls increased from 40 percent on 12 June 2010 to 46 percent on 1 January 2011. Based on the phone call test result, we concluded that improvement is needed in handling calls reporting a sexual assault.

Table 3. Comparison of Phone Calls (Navy)

Navy	Jun-10		Jan-11	
Phone Numbers Called	32	-	46	-
Installations Called	36	-	41	-
Properly Handled	19	60%	25	54%
Not Properly Handled	13	40%	21	46%
Did not Preserve Restricted Reporting Option	1	3%	5	11%
Could Not Help	0	0%	1	2%
Phone Disconnected	1	3%	0	0%
Forwarded to Another Number That Was Not Properly Handled	3	9%	4	9%
No Voicemail	3	9%	4	9%
Left Message, not returned within 1 hour	5	16%	7	15%

Recommendations and Corrective Actions – Navy

Our recommendations, summarized management responses, and our comments on the responses, are presented below. The complete text of the Navy Installations Command management responses is in Appendix 1.

We recommend that Commander, Navy Installations Command:

Recommendation 1. Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.

Management response. Concur. Commander, Navy Installations Command has directed that each installation will have a 24/7 victim response number for victim advocacy and support. The installation number will be posted on their respective web sites, along with the Safe Helpline number. Target completion date is 30 June 2011.

Recommendation 2. Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.

Management response. Concur. Per enclosure (2), only Sexual Assault Response Coordinators/Victim Advocates will respond to the 24/7 phone number. Internal controls, policies, and procedures to ensure Sexual Assault Response Coordinators and Victim Advocates are properly trained and appropriately respond are currently in place. Navy Sexual Assault Response Coordinators are required to attend a 30-hour Victim Advocate Course prior to responding to a sexual assault report; in addition, Navy Sexual Assault Response Coordinators are required to take a 40-hour online training to be completed within 90 days of taking the position. Forty hours annual refresher training in the form of a Department of the Navy Sexual Assault Prevention and Response Summit is also mandated. Navy VAs are required to attend 30 hours of initial training provided by a qualified Sexual Assault Response Coordinator and 10 hours of annual refresher training. Additionally, Victim Advocates are required to work closely with Sexual Assault Response Coordinators to ensure proper reporting and response. Target completion date is 30 June 2011.

Recommendation 3. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.

Management response. Concur. Commander, Navy Installations Command has directed that Installations will perform monthly verification calls to

100 percent of all Victim Response numbers. Additionally, Regional Operation Centers across the Enterprise are required to perform checklist driven random night/weekend calls to verify appropriate response. These spot checks include accuracy of any and all Web sites, that phone numbers work correctly, and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the Commanding Officer/Executive Officer of the base, Region Commander, and the Commander, Navy Installations Command Battle Watch Captain, and must be addressed immediately. Target completion date is 31 May 2011.

Recommendation 4. Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

Management Response. Concur. Aggregate results regarding unannounced test calls will be sent to the Department of the Navy Sexual Assault Prevention and Response Office on a quarterly basis. Target completion date is 15 July 2011.

Naval Audit Service comment on responses to Recommendations 1-4. Actions planned by the Commander, Navy Installation Command satisfy the intent of the recommendations, which are considered open pending completion of the actions.

Audit Results – Navy Reserve

Sexual Assault-Related Phone Numbers Posted on Commander, Navy Reserve Forces Command Web Sites

We were able to locate posted after-hours numbers for 100 percent of the Navy Operational Support Centers for the June 2010 and January 2011 phone call tests.

Table 4. Located Sexual Assault Related Phone Numbers by Installation

	June 2010				January 2011		
Installations	Searched	Found	% Found		Searched	Found	% Found
NOSC	16	16	100%		31	31	100%

In preparation for our June 2010 phone call test, we obtained a list of the 73 stand-alone Navy Operational Support Centers from Commander, Navy Reserve Forces Command. We focused on stand-alone Navy Operational Support Centers because Chief of Naval Operations Instruction 1752.1B states that tenant commands having access to installation services at the time of a sexual assault report shall use installation victim support services

and not develop their own program. In May 2010, we randomly selected 16 stand-alone Navy Operational Support Centers for testing on 12 June 2010. In December 2010, we randomly selected an additional 15 standalone Navy Operational Support Centers, along with the original 16 standalone centers, for testing on 1 January 2011.

We searched both the public and private⁸ portions of the Commander, Navy Reserve Forces Command Web site in May 2010 and December 2010 for sexual assault-related phone numbers for the June 2010 and January 2011 tests, respectively.

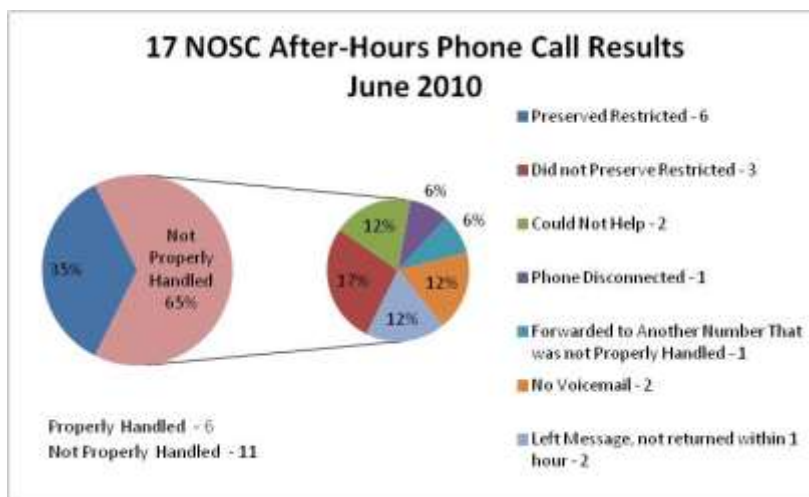
Auditor Phone Calls Made to Navy Reserve Sexual Assault-Related Phone Numbers

12 June 2010 Navy Reserve Phone Call Results

We called 17 posted after-hours phone numbers covering 16 Navy Operational Support Centers. The results were as follows:

- 6 (35 percent) of the 17 calls were properly handled
- 11 (65 percent) of the 17 calls were not properly handled

Figure 4.



Because 65 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Chief of Navy Reserve about our preliminary results on 1 July 2010. In our memo, we suggested that the Navy Reserve take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, the Navy Reserve stated they initiated the following corrective actions:

⁸Unlike the private side, the public side of the Commander, Navy Reserve Forces Command Web site does not require a Common Access Card or password to access it.

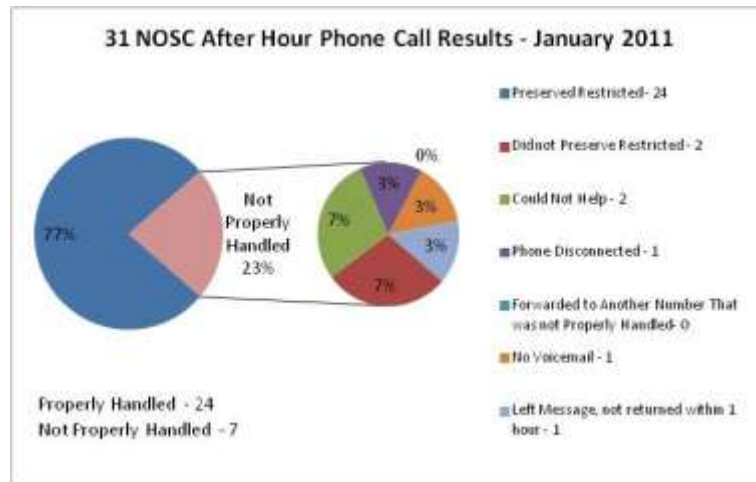
- Verified the accuracy of all Web site phone numbers
- Ensured that all Command Duty Officers were properly trained
- Ensured that all after-hours voice mail worked and contained proper direction to contact the Command Duty Officers

1 January 2011 Navy Reserve Phone Call Results

We called 31 posted after-hours numbers covering 31 Navy Operational Support Centers as a follow up. The results were as follows:

- 24 (77 percent) of the 31 calls were properly handled
- 7 (23 percent) of the 31 calls were not properly handled

Figure 5.



Comparison of 12 June 2010 and 1 January 2011 Navy Reserve Phone Call Results

When we compared the phone call test results of the Navy Reserve, we found that the percentage of calls improperly handled decreased from 65 percent on 12 June 2010 to 23 percent on 1 January 2011.

Table 5. Comparison of Phone Calls (Navy Reserve)

Navy Reserve	Jun-10		Jan-11	
Phone Numbers Called	17	-	31	-
Installations Called	16	-	31	-
Properly Handled	6	35%	24	77%
Not Properly Handled	11	65%	7	23%
Did not Preserve Restricted Reporting Option	3	17%	2	7%
Could Not Help	2	12%	2	7%
Phone Disconnected	1	6%	1	3%
Forwarded to Another Number That Was Not Properly Handled	1	6%	0	0%
No Voicemail	2	12%	1	3%
Left Message, not returned within 1 hour	2	12%	1	3%

Further analysis shows significant improvement in the original 16 Navy Operational Support Centers called in June 2010 and retested in January 2011. Properly handled calls improved from 35 percent in June 2010 to 94 percent in January 2011 for the same 16 Navy Operational Support Centers. However, only 60 percent of the additional 15 Navy Operational Support Centers called only in January 2011 were properly handled. Based on the phone call test results, we conclude that there is room for improvement within the Navy Reserve in handling calls reporting a sexual assault.

Table 6. Comparison of Phone Calls (Navy Operational Support Centers)

Original NOSCs	Jun-10		Jan-11	
Phone Numbers Called	17	-	16	-
Installations Called	16	-	16	-
Properly Handled	6	35%	15	94%
Not Properly Handled	11	65%	1	6%

Additional NOSCs	Jan-11	
Phone Numbers Called	15	-
Installations Called	15	-
Properly Handled	9	60%
Not Properly Handled	6	40%
Did not Preserve Restricted Reporting Option	1	6.7%
Could Not Help	2	13.3%
Phone Disconnected	1	6.7%
Forwarded to Another Number That Was Not Properly Handled	0	0.0%
No Voicemail	1	6.7%
Left Message, not returned within 1 hour	1	6.7%

Recommendations and Corrective Actions – Navy Reserve

Our recommendations, summarized management responses, and our comments on the responses, are presented below. The complete text of the Office of Chief of Navy Reserve responses is in Appendix 2.

We recommend that the Chief of Navy Reserve:

Recommendation 5. Require that a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be operational.

Management response. Concur. In April 2011, a Department of Defense hotline was established with a 24-hour call center and website which enables confidential live one-on-one online messaging. Action is considered complete as of April 2011.

Recommendation 6. Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related and after-hours phone numbers have been properly trained and adhere to restricted reporting requirements.

Management response. Concur. A Sexual Assault Prevention and Response Checklist for duty personnel was created and disseminated to all Echelon IV commands. The checklist specifically addresses “Restricted and Unrestricted” options. Duty personnel are reminded not to ask any identifying information about the caller. Action is considered complete as of 17 February 2011.

Naval Audit Service comment on responses to Recommendations 5-6.

Actions taken by the Office of the Chief of Navy Reserve satisfy the intent of the recommendations, which are considered closed for reporting purposes.

Recommendation 7. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5.

Management response. Concur. Command Sexual Assault Prevention and Response personnel will conduct unannounced test calls to Echelon IV and V commands to ensure compliance with program requirements.

Recommendation 8. Report results of unannounced test calls to Director, Department of Navy, Sexual Assault Prevention and Response Office.

Management response. Concur. Will report results as requested. Action is considered complete once directed by director to cease unannounced test calls.

Naval Audit Service comment on responses to Recommendations 7-8. In subsequent communication, management provided a target date of “within the next year” for implementing Recommendations 7 and 8. Actions planned by the Office of the Chief of Navy Reserve satisfy the intent of the recommendations, which are considered open pending completion of the actions.

Audit Results – Marine Corps

Sexual Assault-Related Phone Numbers Posted on Marine Corps Web Sites

We were able to locate posted sexual assault-related phone numbers for the 75 percent and 88 percent of the installations in preparation for the June 2010 and January 2011 phone call tests, respectively.

Table 7. Ability to Locate Sexual Assault-Related Phone Numbers by Installation

	June 2010				January 2011			
Installations	Searched	Found	% Found		Searched	Found	% Found	
Marine Corps	16	12	75		16	14	88	

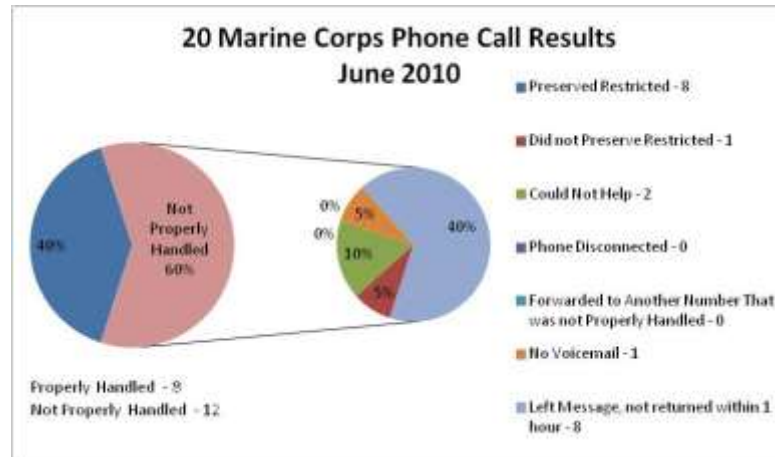
In preparation for our June 2010 and January 2011 phone call tests, we searched in May 2010 and December 2010, respectively, for sexual assault-related phone numbers on installation and Marine Corps Community Services Web sites for the 16 Marine Corps installations identified on www.marines.mil.

Auditor Phone Calls Made to Marine Corps Installation Sexual Assault-Related Phone Numbers

12 June 2010 Marine Corps Phone Call Results

We called 20 posted sexual assault related phone numbers covering 12 Marine Corps installations. The results were as follows:

- 8 (40 percent) of the 20 calls were properly handled
- 12 (60 percent) of the 20 calls were not properly handled

Figure 6.

Because 60 percent of the posted phone numbers were not properly handled and the numbers we contacted could also be called by sexual assault victims seeking assistance, we sent a memo to the Assistant Commandant of the Marine Corps about our preliminary results on 1 July 2010. In our memo, we suggested that the Marine Corps take action to ensure that phone calls to posted sexual assault-related phone numbers were properly handled. In response, the Marine Corps stated they initiated the following corrective actions:

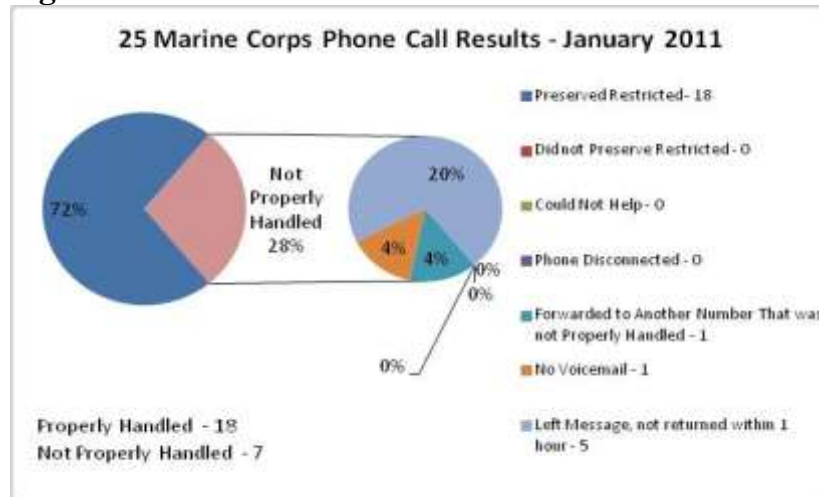
- All sexual assault hotline numbers are to be dedicated to 24/7 sexual assault victim response and properly manned with the expectation that each call will be responded to immediately. In the event that a live call cannot be taken, response time is to be no more than 15 minutes.
- Ensure that sexual assault prevention and response information is accessible on their dedicated Web sites, within no more than three clicks. Headquarters Marine Corps is designing a standardized template for a sexual assault prevention and response "button" for their Web sites. This button will contain the hotline number and additional information about available services with one click. The button will be located on the same side of the page on each Web site and will be easily recognizable for victims.
- The Headquarters Marine Corps Sexual Assault Prevention and Response Office conducted reviews at the installation level and stated they are taking corrective actions to ensure all installations are compliant with the new requirements.

1 January 2011 Marine Corps Phone Call Results

We called 25 Marine Corps-posted sexual assault-related phone numbers covering 14 Marine Corps installations⁹ as a followup. The results were as follows:

- 18 (72 percent) of the 25 calls were properly handled
- 7 (28 percent) of the 25 calls were not properly handled

Figure 7.



Comparison of 12 June 2010 and 1 January 2011 Marine Corps Phone Call Results

When we compared the sexual assault phone call test results of the Marine Corps, we found the percentage of calls improperly handled decreased from 60 percent on 12 June 2010 to 28 percent on 1 January 2011. Based on the phone call test results, we concluded that there was a significant improvement within 7 months. However, there is still room for improvement within the Marine Corps in handling calls reporting a sexual assault.

⁹We searched for the same 16 Marine Corps installations that were searched for in June 2010. We did not compare the test results of June 2010 and January 2011 by installation because of various factors, including instances where phone numbers were changed, and situations where phone numbers for some installations were found for the June 2010 tests but not for the January 2011 test.

Table 8. Comparison of Phone Calls (Marine Corps)

Marine Corps	Jun-10		Jan-11	
Phone Numbers Called	20	-	25	-
Installations Called	12	-	14	-
Properly Handled	8	40%	18	72%
Not Properly Handled	12	60%	7	28%
Did not Preserve Restricted Reporting Option	1	5%	0	0%
Could Not Help	2	10%	0	0%
Phone Disconnected	0	0%	0	0%
Forwarded to Another Number That Was Not Properly Handled	0	0%	1	4%
No Voicemail	1	5%	1	4%
Left Message, not returned within 1 hour	8	40%	5	20%

Recommendations and Corrective Actions – Marine Corps

Our recommendations are presented below. The Marine Corps did not provide a response to the recommendations.

We recommend that the Commandant of the Marine Corps:

Recommendation 9. Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.

Recommendation 10. Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 9 have been properly trained and adhere to restricted reporting requirements.

Recommendation 11. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 9.

Recommendation 12. Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

Naval Audit Service comment on the lack of a Marine Corps response to the recommendations. Because the Marine Corps did not provide a response to the recommendations, we consider them to be undecided and are resubmitting them to the Commandant of the Marine Corps for a response.

Audit Results – Marine Corps Reserve

Sexual Assault-Related Phone Numbers Posted on Marine Forces Reserve Web Sites

We were able to locate posted sexual assault-related phone numbers (crisis hotlines) for 100 percent of the Marine Corps Reserve for January 2011 phone call tests.

Table 9. Located Sexual Assault Related Phone Numbers by Installation

	June 2010				January 2011		
Installations	Searched	Found	% Found		Searched	Found	% Found
MARFORRES	-	-	-		25	25	100%

In preparation for our January 2011 phone call test, we found a list of Marine Corps Reserve units on the Marine Forces Reserve Web site in December 2010. From the list, we identified 111 stand-alone Marine Corps Reserve units based on their proximity to other military installations. We randomly selected 25 standalone Marine Corps Reserve units to be tested. We focused on stand-alone Marine Corps Reserve units because Chief of Naval Operations Instruction 1752.1B states that tenant commands having access to installation services at the time of a report shall use installation victim support services and not develop their own program.

We searched the Marine Corps Reserve Web site in December 2010 for sexual assault-related phone numbers for the 25 Marine Corps Reserve standalone units. During our search, we found two hotlines, the MARFORRES-wide¹⁰ crisis hotline and the New Orleans crisis hotline, both of which indicated they would receive sexual assault reports.

Auditor Phone Calls Made to Marine Corps Reserve Sexual Assault-Related Phone Numbers

1 January 2011 Marine Corps Phone Call Results

The same uniformed victim advocate answered our calls to both the MARFORRES-wide and New Orleans crisis hotlines on 1 January 2011. He was unable to provide local uniformed victim advocate contact information for our selected 25 Marine Corps Reserve stand-alone units. However, he stated the Marine Corps Reserve was working on developing a local uniformed victim advocate point of contact list that would be available in early January.

We focused on the local uniformed victim advocate because Marine Corps Order 1752.5A states that a uniformed victim advocate is available to support victims of sexual

¹⁰ MARFORRES is Marine Forces Reserve.

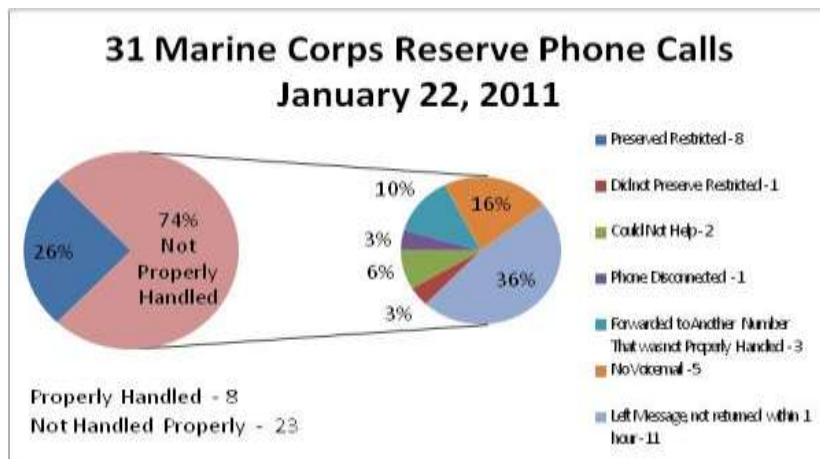
assault through medical care and court proceedings. Medical care needs to be administered as soon after a sexual assault as possible because of the time limitation in administering medication, conducting forensic tests, and collecting forensic evidence.

22 January 2011 Marine Corps Reserve Phone Call Results

We called the MARFORRES-wide crisis hotline again on 22 January 2011 to obtain the local uniformed victim advocate's phone number for our 25 selected Marine Corps Reserve standalone units. We were provided 31 phone numbers covering the 25 Marine Corps Reserve units. The results of our calls were as follows:

- 8 (26 percent) of the 31 calls were properly handled
- 23 (74 percent) of the 31 calls were not properly handled

Figure 8.



Based on the phone call test results, we concluded that significant improvement is needed within the Marine Corps Reserve in handling calls reporting a sexual assault.

Recommendations and Corrective Actions – Marine Corps Reserve

Our recommendations are presented below. The Marine Corps did not provide a response to the recommendations.

We recommend that the Commandant of the Marine Corps:

Recommendation 13. Require that local uniformed victim advocate phone numbers provided by the MARFORRES-wide crisis hotline reach uniformed victim advocates or sexual assault response coordinators 24 hours per day.

Recommendation 14. Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendations 9 and 13 have been properly trained and adhere to restricted reporting requirements.

Recommendation 15. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 13.

Recommendation 16. Report results of unannounced test calls to Director, Department of Navy Sexual Assault Prevention and Response Office.

Naval Audit Service comment on the lack of a Marine Corps response to the recommendations. Because the Marine Corps did not provide a response to the recommendations, we consider them to be undecided and are resubmitting them to the Commandant of the Marine Corps for a response.

Audit Results – Department of the Navy Sexual Assault Prevention and Response Office

The Department of the Navy Sexual Assault Prevention and Response Office was set up in June 2010 to:

- Maintain visibility of sexual assault prevention and response programs and related activities as implemented by the Navy and Marine Corps;
- Conduct special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidents of sexual assault; and
- Provide coordinated and compassionate support for victims of sexual assault.

Recommendation and Corrective Actions – Department of the Navy Sexual Assault Prevention and Response Office

Our recommendation, the summarized management response, and our comments on the response, are presented below. The complete text of the Department of the Navy Sexual Assault Prevention and Response Office response is in Appendix 3.

We recommend that Department of the Navy Sexual Assault Prevention and Response Office:

Recommendation 17. Plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part by using the results reported in response to Recommendations 4, 8, 12, and 16.

Management Response. Nonconcur. Although the Department of the Navy Sexual Assault Prevention and Response Office functions, as delineated in reference (c) (Secretary of the Navy Instruction 5430.108) do allow for special studies in a broad range of areas, they also emphasizes the role of the Office in developing and promoting strategies to prevent sexual assaults.

The performance of phone lines operated by service-level Sexual Assault Prevention and Response program is a primary service-level program management responsibility, and prior assessments have found shortcomings similar to those now conclusively shown by the Naval Audit Service. Additional "special studies" are not needed. Instead, service level program managers should clarify performance standards, establish routine processes for tracking and accessing performance, and periodically report their data to the Department of the Navy Sexual Assault Prevention and Response Office. The persistent inability to achieve presumed performance levels suggests that service-level Sexual Assault Prevention and Response program managers should additionally review the structure of their basic process and role responsibilities for providing timely, competent, and compassionate support whenever Sailors or Marines chose to first report they have been the victim of a sexual assault.

To the extent that independent Department-level validation might be warranted in the future, a followup audit conducted by the Naval Audit Service would seem more appropriate than a conceptually more extensive "special study" required of the Department of the Navy Sexual Assault Prevention and Response Office.

Naval Audit Service comment on management response. We consider this recommendation undecided and are resubmitting it to the Director, Department of the Navy Sexual Assault Prevention and Response Office for reconsideration. The Deputy Director's response did not provide rationale that would justify change or withdrawal of our recommendation that the Department of the Navy Sexual Assault Prevention and Response Office determine the effectiveness of sexual assault phone numbers. In fact, it is the commands' "persistent inability to achieve presumed performance levels" to which management's response refers that makes it important that oversight actions not be left only to command self-assessments as the Department of the Navy Sexual Assault Prevention and Response Office suggests. As an organization reporting directly to the Secretary of the Navy and not subordinate to any of the subject commands, the Department of the Navy Sexual Assault Prevention and Response Office is in a unique position to, in accordance with Secretary of the Navy Instruction 5430.108, "Plan and implement periodic special studies to credibly assess the overall effectiveness of Departmental efforts...to provide coordinated and compassionate support for victims of sexual assault..." Special studies such as we recommended

would also provide the Secretary of the Navy with a level of assurance beyond the commands' self-assessment that Department of the Navy programs are providing the effective support for victims of sexual assault that he has emphasized.

Additionally, while management's response states the Department of the Navy Sexual Assault Prevention and Response Office has chosen to emphasize the development and promotion of strategies to prevent sexual assaults, we note that Secretary of the Navy Instruction 5430.108 clearly calls for the Department of the Navy Sexual Assault Prevention and Response Office to play a role in both "prevention and response."

Finally, we disagree with management's suggestion that "To the extent that independent Department-level validation might be warranted in the future, a follow-up audit conducted by NAVAUDSVC [Naval Audit Service] would seem more appropriate..." We agree that additional audits in this area may be warranted. However, audit does not take the place of the special studies we recommend. Conducting special studies using the results submitted by Department activities would enable the Department of the Navy Sexual Assault Prevention and Response Office not only to make ongoing determinations of whether the current system is working effectively across the Department, but to also identify trends and best practices, and decide if there are other means (such as using social media) that would enhance the Department's ability to respond to victims of sexual assault. Such studies also provide the necessary means to ensure that the Department has strong, **continuing** oversight measures in place to ensure that commands are effectively carrying out their initial response responsibilities and sexual assault victims are being supported as required.

Section B:**Status of Recommendations**

Recommendations							
Finding ¹¹	Rec. No.	Page No.	Subject	Status ¹²	Action Command	Target or Actual Completion Date	Interim Target Completion Date ¹³
1	1	7	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.	O	Commander, Navy Installations Command	6/30/11	
1	2	7	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.	O	Commander, Navy Installations Command	6/30/11	
1	3	7	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.	O	Commander, Navy Installations Command	5/31/11	
1	4	8	Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.	O	Commander, Navy Installations Command	7/15/11	
1	5	12	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be operational.	C	Chief of Navy Reserve	4/29/11	
1	6	12	Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related and after-hours phone numbers have been properly trained and adhere to restricted reporting requirements.	C	Chief of Navy Reserve	2/17/11	

¹¹ / + = Indicates repeat finding.

¹² / O = Recommendation is open with agreed-to corrective actions; C = Recommendation is closed with all action completed; U = Recommendation is undecided with resolution efforts in progress.

¹³ If applicable.

Recommendations							
Finding ¹¹	Rec. No.	Page No.	Subject	Status ¹²	Action Command	Target or Actual Completion Date	Interim Target Completion Date ¹³
1	7	12	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5.	O	Chief of Navy Reserve	4/29/12	
1	8	12	Report results of unannounced test calls to Director, Department of Navy, Sexual Assault Prevention and Response Office.	O	Chief of Navy Reserve	4/29/12	
1	9	16	Require a phone number that reaches a victim advocate or sexual assault response coordinator 24 hours per day be posted on an installation's Web site.	U	Commandant of the Marine Corps	6/2/11	
1	10	16	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 9 have been properly trained and adhere to restricted reporting requirements.	U	Commandant of the Marine Corps	6/2/11	
1	11	16	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 9.	U	Commandant of the Marine Corps	6/2/11	
1	12	16	Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.	U	Commandant of the Marine Corps	6/2/11	
1	13	18	Require that local uniformed victim advocate phone numbers provided by the MARFORRES-wide crisis hotline reach uniformed victim advocates or sexual assault response coordinators 24 hours per day.	U	Commandant of the Marine Corps	6/2/11	

Recommendations							
Finding ¹¹	Rec. No.	Page No.	Subject	Status ¹²	Action Command	Target or Actual Completion Date	Interim Target Completion Date ¹³
1	14	19	Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendations 9 and 13 have been properly trained and adhere to restricted reporting requirements.	U	Commandant of the Marine Corps	6/2/11	
1	15	19	Conduct periodic unannounced test calls to phone numbers noted in Recommendation 13.	U	Commandant of the Marine Corps	6/2/11	
1	16	19	Report results of unannounced test calls to Director, Department of Navy Sexual Assault Prevention and Response Office.	U	Commandant of the Marine Corps	6/2/11	
1	17	19	Plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part by using the results reported in response to Recommendations 4, 8, 12 and 16.	U	Department of the Navy Sexual Assault Prevention and Response Office	6/2/11	

Exhibit A:

Examples of Improperly Handled Calls

Below are detailed examples of improperly handled phone calls:

- Did not preserve the restricted reporting option: the person who answered the phone would advise the victim to contact the police/base security or would start an investigation without informing them of their right to a restricted report of sexual assault.
- Could not help: the person who answered the phone was unable to provide a victim advocate or sexual assault response coordinator's phone number.
- Disconnected phones: reached a busy signal multiple times, or there was a message that the phone was disconnected.
- Forwarded to another number that was not properly handled: forwarded to a number that fell into one of the improperly handled categories.
- No voicemail: caller was unable to leave a message because the mailbox was full or no voicemail was available.
- A message was left, but not returned within one hour:¹⁴ a voicemail was left, and was returned either more than an hour later or not at all.

¹⁴ Chief of Naval Operations Instruction 1752.1 B requires a 24/7 response capability. When voicemail messages were left, we used a one-hour time period to determine if a call was properly handled. Also, the Marine Corps had stated they would have a 15-minute response capability after the June 2010 test.

Exhibit B:

Background

The Sexual Assault Prevention and Response Program was established in 1994 as a comprehensive, standardized, gender-neutral, victim-sensitive system to prevent and respond to sexual assault throughout the Navy. The program maintains a 24-hour response capability to attend to sexual assault victims. This program involves numerous stakeholders, including Office of the Chief of Naval Operations N1 and N13, Chief, Bureau of Medicine and Surgery, Commander, Navy Installations Command, Naval Criminal Investigative Service, Office of the Judge Advocate, Chief of Information, Chief of Chaplains, and Navy Educational and Training Command.

First responders of sexual assault incidents include law enforcement, sexual assault response coordinators, chaplains, victim advocates, military criminal investigation organizations, and healthcare providers. Sexual assault response coordinators serve as the central point of contact with responsibility for ensuring that training and responsive care is properly coordinated and provided to victims of sexual assault. Victim advocates facilitate care for victims of sexual assault, and provide liaison assistance with other organizations and agencies on victim care matters.

In 2009, the Office of the Secretary of Defense contracted with the Rape, Abuse and Incest National Network for a universal military sexual assault phone number to be available world-wide, 24 hours a day, 7 days a week.

In September 2009, the Chief of Navy Personnel was designated as the executive agent for the Navy Sexual Assault Prevention and Response Program. This position is responsible for oversight, coordination, and synchronization of all sexual assault prevention and response actions across the Navy domain, to include the active duty and reserve.

In June 2010, the Department of the Navy Sexual Assault Prevention and Response Office was set up to maintain visibility of Sexual Assault Prevention and Response Office programs and related activities as implemented by the Navy and Marine Corps. It was also tasked with conducting special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidents of sexual assault and provide coordinated and compassionate support for victims of sexual assault.

Exhibit C:

Pertinent Guidance

Department of Defense (DOD) Directive 6495.01, “Sexual Assault Prevention and Response (SAPR) Program,” 7 November 2008, establishes a comprehensive DoD policy on prevention and response to sexual assaults.*

Department of Defense Instruction 6495.02, “Sexual Assault Prevention and Response Program Procedures,” 13 November 2008, implements policy, assigns responsibilities, provides guidance and procedures, and establishes the Sexual Assault Advisory Council for the DOD Sexual Assault Prevention and Response Program.*

Chief of Naval Operations Instruction 1752.1B, “Sexual Assault Victim Intervention (SAVI) Program,” 29 December 2006, prescribes procedures, and assign responsibility for implementation of the Sexual Assault Victim Intervention Program.*

Secretary of the Navy Instruction 1752.4A, “Sexual Assault Prevention and Response,” 1 December 2005, addresses specific needs of victims of sexual assault and related issues by defining sexual assault, establishing procedures to protect the victim’s privacy; establishing a mandatory, standardized sexual assault victim assistance program; developing a database to track sexual assault trends; and implementing a sexual assault prevention program for service members.*

Secretary of the Navy Instruction 5430.108, “Department of the Navy Sexual Assault Prevention and Response Office,” 10 June 2010, prescribes the mission and functions of the Department of the Navy Sexual Assault Prevention and Response Program.

NAVADMIN 282/09, September 2009 states that the chief of Naval Personnel is designated the single executive agent for the Navy Sexual Assault Prevention and Response Program and outlines roles and responsibilities within the Sexual Assault Prevention and Response Program.

Marine Corps Order 1752.5A, “Sexual Assault Prevention and Response (SAPR) Program,” 5 February 2008, defines and assigns specific responsibilities throughout the Marine Corps for sexual assault prevention and response.*

*These instructions are under revision based on recent various DoD studies, including the Defense Task Force on Sexual Assault in the Military Services, and the Department of the Navy Report to the Secretary of the Navy, Sexual Assault Study

Exhibit D:

Scope and Methodology

To verify that the Department of the Navy's (DON) initial responses to victim sexual assault complaints are effective, efficient, and appropriate, we interviewed pertinent personnel, gathered information regarding the Sexual Assault Prevention and Response Program, and made test phone calls to the DON sexual assault hotline, after-hours, and victim advocate phone numbers.

To locate the phone numbers, we searched installation, Fleet and Family Support Center, Marine Corps Community Services, Commander, Navy Reserve Forces Command, and Marine Corps Reserve Web sites. Because of the relationship between alcohol use and sexual assault, we called sexual assault hotline, after-hours, and victim advocate phone numbers on Saturdays. We originally made the test calls on Saturday, 12 June 2010; and again on Saturday, 1 January 2011; and Saturday, 22 January 2011.

When making the phone calls, we used a carefully planned script that first asked if the number we were calling was the number to report a sexual assault at the specific installation or unit we were calling. If the person who answered the phone responded yes, we stated that we were Naval Audit Service auditors, this call was part of a test to review the sexual assault first responders process, and should not be reported as a sexual assault incident.

We made the calls to determine if:

- The phone number worked;
- Someone answered the phone;
- The person answering the phone could refer the caller to the victim advocate or sexual assault response coordinator; and
- The person answering could preserve the restricted reporting option required by the Department of Defense.

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our finding and conclusions based on our audit objectives.

We did not review internal controls because of the large number of activities involved (93 unique Navy and Marine Corps installations and Navy Operational Support Centers,

and 25 Marine Corps Reserve units). Also, no projections were calculated for the random selection of Navy Operational Support Centers or Marine Corps Reserve units. Over the past several years, there have been prior efforts focusing on the Sexual Assault Prevention and Response Program, including numerous taskforces, studies, and audits:

- Defense Task Force on Sexual Assault in the Military Services, April 2004
- Government Accountability Office (GAO) *Report on Military Personnel: The Department of Defense (DOD) and Coast Guard Academies Have Taken Steps to Address Incidents of Sexual Harassment and Assault, but Greater Federal Oversight Is Needed*, January 2008
- *DOD Fiscal Year 2008 Annual Report on Sexual Assault in the Military*, March 2009
- *2008 DOD Survey of Health Related Behaviors Among Active Duty*
- GAO report, *DOD's and the Coast Guard's Sexual Assault Prevention and Response Programs Face Implementation and Oversight Challenges*, August 2008
- *DOD Fiscal Year 2009 Annual Report on Sexual Assault in the Military*, March 2010
- Department of the Navy Report to The Secretary of the Navy Sexual Assault Study, Department of the Navy, November 2009
- Defense Task Force on Sexual Assault in the Military Services, December 2009
- Inspector General of the Marine Corps Assessment for the Sexual Assault Prevention and Response Program Review, December 2009
- GAO report, *Additional Actions are Needed to Strengthen DOD's and the Coast Guard's Sexual Assault Prevention and Response Programs*, February 2010

No audits or external reviews of the sexual assault hotline, after-hours, and victim advocate numbers were located. Consequently, no audit followup was required.

Federal Managers' Financial Integrity Act

The Federal Managers' Financial Integrity Act (FMFIA) of 1982, as codified in Title 31, United States Code, requires each Federal agency head to annually certify the effectiveness of the agency's internal and accounting system controls. In our opinion, the conditions noted in this report may warrant reporting in the Auditor General's annual FMFIA memorandum identifying management control weaknesses to the Secretary of the Navy.

Exhibit E:

Activities Visited and/or Contacted

Department of the Navy

Office of the Under Secretary of the Navy
Office of the Assistant Secretary of the Navy, Manpower and Reserve Affairs
Office of the Deputy Assistant Secretary of the Navy, Reserve Affairs
Office of the Vice Chief of Navy Operations
Department of the Navy, Sexual Assault Prevention and Response Office
Naval Criminal Investigative Services
Office of the Judge Advocate
Bureau of Medicine and Surgery

Navy

Chief of Naval Operations N13, N135
Chief of Navy Reserve
Commander, Navy Installations Command
Fleet and Family Support Center
National Naval Medical Center

Marine Corps

Office of the Assistant Commandant of the Marine Corps
Office of the Deputy Commandant of the Marine Corps, Manpower and Reserve Affairs
Office of the Commander, Marine Forces Reserve
Marine Corps Community Services
Naval Health Clinic Quantico

Navy Installations

Cheatham Annex
Commander Navy Region Mid-Atlantic
Commander Navy Region Southwest
Dam Neck Annex
Joint Expeditionary Base Little Creek-Fort Story
Joint Base Anacostia-Bolling
National Naval Medical Center
Naval Air Station Corpus Christi
Naval Air Station Fallon
Naval Air Station Fort Worth
Naval Air Station Jacksonville
Naval Air Station Lemoore
Naval Air Station Monterey

Naval Air Station Oceana
Naval Air Station Patuxent River
Naval Air Station Pensacola
Naval Air Station Whidbey Island
Naval Air Station Whiting Field
Naval Air Facility El Centro
Naval Air Weapons Station China Lake
Naval Base Coronado
Naval Base Kitsap
Naval Base Point Loma
Naval Base San Diego
Naval Base Ventura County
Naval Construction Battalion Center Gulfport
Naval Information Operations Command Sugar Grove
Naval Magazine Indian Island
Naval Post Graduate School
Naval Station Everett
Naval Station Great Lakes
Naval Station Norfolk
Naval Submarine Base Kings Bay
Naval Submarine Base New London
Naval Support Activity Annapolis
Naval Support Activity Mid-South
Naval Support Activity Norfolk
Naval Support Activity Northwest Annex
Naval Support Activity Panama City
Naval Support Activity Washington
Naval Support Facility Dahlgren
Naval Weapons Station Charleston
Naval Weapon Station Seal Beach
Naval Weapons Station Yorktown
Norfolk Naval Shipyard
Portsmouth Naval Shipyard
United States Naval Academy

Marine Corps Installations

Marine Air Ground Task Force Training Command Twentynine Palms
Henderson Hall
Marine Corps Air Facility Quantico
Marine Corps Air Station Beaufort
Marine Corps Air Station Cherry Point
Marine Corps Air Station Miramar
Marine Corps Air Station New River

Marine Corps Air Station Yuma
Marine Corps Base Camp Lejeune
Marine Corps Base Camp Pendleton
Marine Corps Logistics Base Albany
Marine Corps Logistics Base Barstow
Marine Corps Mountain Warfare Training Center Bridgeport
Marine Corps Recruiting District Parris Island

Navy Operational Support Centers

Alameda, CA	Los Angeles, CA
Amityville, NY	Madison, WI
Augusta, GA	Moreno Valley, CA
Avoca, PA	Phoenix, AZ
Baltimore, MD	Pittsburgh, PA
Bangor, ME	Raleigh, NC
Bessemer, AL	Richmond, VA
Buffalo, NY	Roanoke, VA
Charlotte NC	Rochester, NY
Cincinnati, OH	Saginaw, MI
Des Moines, IA	Shreveport, LA
Ebensburg, PA	Springfield, OR
Eugene, OR	West Palm Beach, FL
Grand Rapids, MI	Wichita, KS
Kansas City, MO	Wilmington, NC
Knoxville, TN	

Marine Corps Reserve Units

Baton Rouge, Louisiana - Weapons Company, 3rd Battalion, 23rd Marines
Battle Creek, Michigan - Bridge Company A, 6th Engineer Support Battalion
Charlotte, North Carolina - Headquarters & Service Company, 4th Maintenance Battalion
Chattanooga, Tennessee - Battery M, 3rd Battalion, 14th Marines
Dublin, California - Intelligence Production Team 2, Company A, Intelligence Support Battalion
Ebensburg, Pennsylvania - 1st and 2nd Platoon, Truck Company, Headquarters Battalion
Eugene, Oregon - Engineering Company A, 6th Engineering Support Battalion
Garden City, New York - Human Support Team 1, Company C, Intelligence Support Battalion
Garden City, New York - Headquarters & Service Company, 2nd Battalion, 25th Marines
Green Bay, Wisconsin - Detachment 1, Bulk Fuel Company B, 6th Engineer Support Battalion
Houston, Texas - 1st Battalion, 23rd Marines, 4th Marine Division
Indianapolis, Indiana - Detachment Communication Company, Headquarters Battalion, 4th Marine Division

Lathrop, California - Landing Support Company B, 4th Landing Support Battalion
Milwaukee, Wisconsin - Company F, 2nd Battalion, 24th Marines
Mobile, Alabama – 3rd Force Reconnaissance Company
North Versailles, Pennsylvania - Surgical Company A, 4th Medical Battalion, 4th Marine
Logistics Group
Pasadena, California – Headquarters & Service Company, 2nd Battalion, 23rd Marines
Phoenix, Arizona - Bulk Fuel Company C, Engineer Support Battalion
Pico Rivera, California - Battery N, 5th Battalion, 14th Marines
Providence, Rhode Island - General Support Motor Transport Company
Richmond, Virginia - Battery H, 3rd Battalion, 14th Marines
Rochester, New York - Company A, Anti-Terrorism Battalion, 4th Marine Division
San Bruno, California - Company E, 2nd Battalion, 23rd Marines
Tallahassee, Florida – 2nd & 3rd Platoon, Company E. (-), Anti-Terrorism Battalion
Wahpeton, North Dakota - Detachment Military Police Company, Headquarters Battalion

Exhibit F:

Secretary of the Navy Instruction 5430.108



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON DC 20380-1000

SECNAVINST 5430.108
DON-SAPRO
10 June 2010

SECNAV INSTRUCTION 5430.108

From: Secretary of the Navy

Subj: DEPARTMENT OF THE NAVY SEXUAL ASSAULT PREVENTION AND
RESPONSE OFFICE

1. Purpose. To prescribe the mission and functions of the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO).
2. Organization. The DON-SAPRO is a staff office under the immediate supervision of the Secretary of the Navy (SECNAV). A Senior Executive Service civilian will be assigned as director. DON-SAPRO will consist of a cadre of experienced and senior Navy officers, Marine Corps officers, and Department of the Navy civilians.
3. Mission. SECNAV is committed to combating sexual assault Department-wide through programs that focus on reducing the incidence of sexual assaults involving Sailors and Marines, providing effective and compassionate support for victims of sexual assault, and holding the perpetrators of sexual assault accountable at the appropriate forum consistent with the nature of the offense. DON-SAPRO will serve as the Secretary's direct source of subject matter expertise, primary advisor, and representative for matters throughout the Department related to sexual assault prevention and response, with the exception of legal processes provided under the Uniform Code of Military Justice and criminal investigative policy matters that are assigned to the Judge Advocate General and the Naval Criminal Investigative Service, respectively.
4. Functions. DON-SAPRO will:
 - a. Maintain visibility of sexual assault prevention and response (SAPR) programs and related activities as implemented by the Navy and Marine Corps through liaison with the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC), or their designated representatives.

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10 June 2010

b. Conduct site visits to Navy and Marine Corps locations world-wide to review specific SAPR questions or issues, and to capture the unique insights of local sexual assault response coordinators and others with regard to SAPR program performance and the concerns of individual Sailors and Marines.

c. Plan and implement periodic special studies to credibly assess the overall effectiveness of Departmental efforts to reduce the incidence of sexual assaults involving Sailors and Marines, to provide coordinated and compassionate support for victims of sexual assault, and to hold perpetrators of sexual assault appropriately accountable.

d. Sponsor pilot projects involving new or updated training of Sailors, Marines, or SAPR program personnel. The goal is to develop strategies more clearly focused on reducing the incidence of sexual assaults involving Sailors and Marines. In each case, DON-SAPRO will work to assess the project's applicability to Navy and Marine Corps environments, and the effectiveness of the project in achieving objective results.

e. Develop and coordinate draft versions of proposed new or updated Departmental SAPR policy guidance for the Secretary's review and approval.

f. Serve as the primary Departmental point of contact for liaison on SAPR matters with the other Military Service Departments, the Office of the Secretary of Defense (OSD), Congressional committees, Federal agencies and offices, and other entities outside the Department of the Navy. DON-SAPRO will coordinate all official reports on SAPR matters to entities outside the Department, and DON-SAPRO will collect inputs from CNO or CMC, or their designated representatives, as necessary to prepare such reports.

g. Serve as the primary Departmental point of contact for liaison with OSD in requests for summary information and statistical data on sexual assault incidents involving Sailors and Marines. DON-SAPRO will also serve as the central conduit for forwarding any such information or data outside the Department. In a manner consistent with all Department of Defense regulations, DON-SAPRO will conduct statistical

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assessments of available information about the nature of sexual assaults involving Sailors and Marines, the victims, the offenders, and the outcome of any legal proceedings in connection with the assault.

h. Conduct research and other inquiries to identify civilian best practices and state-of-the-art approaches to combating sexual assault within the Department.

i. Coordinate periodic meetings of the Department of the Navy Sexual Assault Advisory Council, along with other Departmental forums in support of sexual assault prevention and response efforts.

5. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per SECNAV Manual (M-)5210.1 of November 2007.


6. Reports Control. The reporting requirements contained within this instruction are exempt from reports control per SECNAV M-5214.1 of December 2005.



Distribution:
Electronic only, via Department of the Navy Issuances Web site
<http://doni.daps.dla.mil/>

Appendix 1:

Management Response from Office of the Commander, Navy Installations Command

	<p>DEPARTMENT OF THE NAVY COMMANDER, NAVY INSTALLATIONS COMMAND 716 SICARD STREET, SE, SUITE 1000 WASHINGTON NAVY YARD, DC 20374-5140</p>
	<p>7510 N00G Ser/11U62260 20 Apr 11</p>
<p>From: Inspector General, Navy Installations Command To: Assistant Auditor General, Manpower and Reserve Affairs Audits, Naval Audit Service</p>	
<p>Subj: DRAFT NAVAUDSVC REPORT RESPONSES TO PHONE CALLS MADE TO DEPARTMENT OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS (N2010-NFO000-0111)</p>	
<p>Ref: (a) NAVAUDSVC memo N2010-NFO000-0111 of 22 Mar 11</p>	
<p>Encl: (1) CNIC Response to the Subject Draft Report (2) CNIC E.O., Guidance for Monthly Sexual Assault Prevention and Response Validation, of 31 Mar 11</p>	
<p>1. Per reference (a), enclosure (1) is provided.</p>	
<p>2. The technical point of contact is [REDACTED] CNIC N9, at commercial [REDACTED] or email [REDACTED] The Audit Liaison is [REDACTED] CNIC OIG, at commercial [REDACTED] or email [REDACTED]</p>	
<p>[REDACTED]</p>	
<p>Copy to: N00 N9</p>	

FOIA (b)(6)

FOIA (b)(6)

Commander, Navy Installations Command Response
to NAVAUDSVC Responses to Phone Calls Made
to Department of the Navy Sexual
Assault-Related Phone Numbers
(Draft Audit Report N2010-NFO000-0111)

We reviewed the draft audit report and concur with the findings and recommendations contained therein that relate to Commander, Navy Installations Command (CNIC). Below are our responses to the recommendations addressed to CNIC.

Recommendation 1: Require a phone number that reaches a Victim Advocate (VA) or Sexual Assault Response Coordinator (SARC) 24 hours per day be posted on an installation's Web site.

Management Response: Concur. CNIC has directed that each installation will have a 24/7 victim response number for victim advocacy and support. The installation number will be posted on their respective web sites, along with the Safe Helpline number. Target completion date is 30 June 2011.

Recommendation 2: Establish and implement internal controls, policies, and procedures to ensure persons answering phone numbers noted in Recommendation 1 have been properly trained and adhere to restricted reporting requirements.

Management Response: Concur. Per enclosure (2), only SARCs/VAs will respond to the 24/7 phone number. Internal controls, policies, and procedures to ensure SARCs and VAs are properly trained and appropriately respond are currently in place.

Navy SARCs are required to attend a 30 hour Victim Advocate Course prior to responding to a sexual assault report; in addition, Navy SARCs are required to take a 40 hour online training to be completed within 90 days of taking the position. Forty hours annual refresher training in the form of a Department of the Navy (DoN) Sexual Assault Prevention and Response (SAPR) Summit is also mandated.

Navy VAs are required to attend 30 hours of initial training provided by a qualified SARC and 10 hours of annual refresher training. Additionally, VAs are required to work closely with SARCs to ensure proper reporting and response. Target completion date is 30 June 2011.

Recommendation 3: Conduct periodic unannounced test calls to phone numbers noted in Recommendation 1.

Enclosure (1)

Management Response: Concur. CNIC has directed that Installations will perform monthly verification calls to 100% of all Victim Response numbers. Additionally, Regional Operation Centers across the Enterprise are required to perform checklist driven random night/weekend calls to verify appropriate response. These spot checks include accuracy of any and all websites, that phone numbers work correctly and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the CO/XO of the base, Region Commander and the CNIC Battle Watch Captain, and must be addressed immediately. Target completion date is 31 May 2011.

Recommendation 4: Report results of unannounced test calls to Director, Department of the Navy Sexual Assault Prevention and Response Office.

Management Response: Concur. Aggregate results regarding unannounced test calls will be sent to DON SAPR on a quarterly basis. Target completion date is 15 July 2011.

Subject: EXORD > GUIDANCE FOR MONTHLY SEXUAL ASSAULT PREVENTION AND RESPONSE VALIDATION

From: [REDACTED] CAPT CNIC HQ, N00
Sent: Thursday, March 31, 2011 16:15

FOIA (b)(6)

To: Region Commanders, Chiefs of Staff, Executive Directors, and Fleet and Family Service Center (FFSC) Directors

Ref: (a) WARNORD (REV 1) - Guidance for Monthly Sexual Assault Prevention and Response Validation (March 15, 2011 7:52 PM)

Encl: (1) Monthly SAPR 24/7 Response Validation Report
(2) Monthly SAPR 24/7 Telephone Verification Report

This Execution Order supersedes reference (a). It provides expanded guidance for improved operation of a spot check/verification program for SAPR connectivity across the CNIC enterprise. In addition, it outlines several new enhancements which will increase the reliability of our telephonic response to victims of sexual assault.

1. SITUATION: A recent report by a Naval Audit Service team has shown that the system throughout CNIC to provide sexual assault victims timely and appropriate response and support from a Victim Advocate is not working at the regional level. This revised WARNORD directs a comprehensive change to our current system that entails standardizing websites, phone numbers, contact procedures and spot check guidance.

2. MISSION: To implement a standardized process that ensures victims of sexual assault have timely and appropriate response and support from a Victim Advocate.

3. EXECUTION: Effective immediately

4. APPLICABILITY: All CNIC Commands

5. COORDINATING INSTRUCTIONS:

a. We have standardized our websites by providing each Region and Installation two prominently displayed buttons on their respective home page with Sexual Assault response information. The primary button will be the Safe Helpline number (877-995-5247) with a hyperlink to a listing of installation 24/7 Victim Advocates worldwide. The secondary button will list the installations permanent 24/7 local number to access a Victim Advocate in the local area. Other comprehensive changes to our current system include:

(1) In addition to internal processes, we will leverage the "Safe Helpline": A new tool created by the OSD in partnership with the Rape, Abuse, and Incest National Network (RAINN) that will serve as a key method for victims of sexual assault to access their local Victim Advocate. By calling the toll-free Safe Helpline 24/7 from anywhere in the world, the victim will be provided a trained counselor who will assess the situation and arrange for a "warm hand-off" to the appropriate local Victim Advocate directly or via call forwarding protocols. The Safe Helpline, 1-877-995-5247 is operational, and OSD intends to launch a robust marketing and advertising package NLT 30 April 11. More information is available at www.Safehelpline.org.

Enclosure (2)

(2) We will ensure each Installation has ONE permanent phone number identified for that installation's Victim Advocate (VA) 24/7 response line. Verification of number will be reported monthly to CNIC HQ for submission to the RAINN SAfe Helpline and other appropriate sites. "Call-forwarding" will be used, as needed, to ensure a duty Victim Advocate is accessible at all times via this number. Regions with cell phone communication difficulties will request a waiver to use protocols using their installations SARC's, Watch Officers, or civilian agencies as the 24/7 first responder vice Victim Advocates. Additionally, all on-call Victim Advocates must be issued a government funded dedicated cell phone.

(3) We increased the periodicity of our spot checks, at least for the next six months, to MONTHLY (vice quarterly), and random weekend checks. Checklist driven, this spot check includes steps to check the accuracy of any and all website data, that phone numbers work correctly, and to verify that proper procedures for Victim Advocate responses are in place. Any problems are reported immediately to the CO/XO of the base, Region Commander, and CNIC BWC.

b. Requests for waivers: Deviations from the aforementioned policy must be submitted to Commander, Navy Installations Command (CNIC) Chief of Staff and will be considered on a case by case basis. Until CNIC directive (with waiver sample) is published, the acceptable format for requesting a waiver is a formal letter from the Installation, endorsed by the Region, and routed to CNIC via HQWEB (TV4 taskers).

c. The following interim guidance is provided until the CNIC directive is published -

(1) CNIC will:

(a) Ensure the Battle Watch Captain makes random monthly calls to the Victim Advocate 24/7 response number at each Installation to validate Victim Advocate availability. Notify CNIC leadership if:

- Discrepancies exist (no response received from the VA within 1 hour)
- Discrepancies reported by the Region Operation Center (ROC) exist

(b) Provide for each Region and Installation prominent buttons on their respective home page with Sexual Assault response information displayed. The SAfe Helpline number (877-995-5247) and a hyperlink to a listing of the Victim Advocate response line for each Installation (Victim Advocate 24/7 Response Numbers) and the local Installation 24/7 number will be displayed here.

(c) Provide disposition on policy waiver requests within 5 working days of receipt (to the Region through TV4 web taskers)

(2) Regions will:

(a) Pass on this revised WARNORD to their respective Fleet and Family Service Center (FFSC) Directors as additional guidance to the management of the SAFR program.

(b) NO LATER THAN 15 APR 11, ensure each Installation has ONE permanent phone number identified for that installation's Victim Advocate (VA) 24/7 response line. Verification of number will be reported monthly via Enclosure (2) to CNIC HQ for submission to the RAINN Safe Helpline and other appropriate sites. "Call-forwarding" will be used, as needed, to ensure a duty Victim Advocate is accessible at all times via this number.

(c) NO LATER THAN 15 APR 11, ensure a government funded dedicated cell phone is provided to the on-call Victim Advocates.

(d) Ensure installations validate the accuracy of Victim Advocate 24/7 emergency contact information on Web sites or other media (i.e. POWs, installation papers, posters, bulletin boards, etc.).

(e) Through the use of the ROCs, ensure each of their installations is spot checked monthly. If required, adjust current procedures to include those outlined in this WARNORD.

(3) ROCs will conduct random weekend or after-hours spot checks using current procedures established by the Region. Additional spot check criteria should include:

(a) Ensuring the single installation phone number is properly forwarded to the duty Victim Advocate cell phone.

(b) If on-call Victim Advocate does not answer the call, they should return the call within one hour.

(c) Common practice should dictate that the on-call watch stander identify themselves as a SAPR Victim Advocate (VA) or indicate their position and forward the call to the 24/7 SAPR Victim Advocate.

(d) Any discrepancies discovered must be immediately reported to the CO/XO of the installation, as well as the Region Commander. Corrective actions are to be taken within two hours.

(e) If discrepancies exist, verify it has been corrected at the end of two hours and continue the two hour cycle follow-up until corrected. If not corrected within four hours, the ROC notifies the CNIC Shore Support Center of the problem and ETR to correct. (TEL: 202-433-0226 / -0259 / -6535 (fax) DSN: 288-####)

(f) Use the attached template, enclosure (1) as guidance for conducting random weekend or after-hours spot checks.

6. LOGISTICS: NTR

7. FUNDING: NTR

8. PERSONNEL REQUIREMENTS: NTR

9. REPORTING INSTRUCTIONS: Region FFSC Directors, through their Counseling and Advocacy Program (CAP) Supervisors, will ensure delivery of enclosures (1) and (2) to CNIC HQ (N91) NLT the 10th of the following month.

10. STRATEGIC COMMUNICATION GUIDANCE: NTR

11. COMMAND RELATIONSHIPS: NTR

12. POINT OF CONTACT: [REDACTED] CNIC N913,

[REDACTED]

FOIA (b)(6)

Very respectfully,

CAPT [REDACTED] USN

Chief of Staff

Navy Installations Command

W: [REDACTED]

BB: [REDACTED]

SIPR: [REDACTED]

Appendix 2:

Management Response from Office of Commander Navy Reserve Forces Command



DEPARTMENT OF THE NAVY
COMMANDER NAVY RESERVE FORCES COMMAND
1915 FORRESTAL DRIVE
NORFOLK, VIRGINIA 23561-4615

IN REPLY REFER TO:
7540
Ser N01A/0554
April 12, 2011

From: Commander, Navy Reserve Forces Command
To: Naval Audit Service, Assistant Auditor General for
Manpower and Reserve Affairs Audits
Subj: RESPONSE TO NAVAL AUDIT SERVICE DRAFT REPORT N2010-
NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO DEPARTMENT
OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS"

Ref: (a) NAVAUDSVC memo N2010-NFO000-0111 of 22 Mar 11

1. Overall agree with the audit findings. Although Commander, Navy Reserve Forces Command does not have a designated Force Sexual Assault Prevention and Response (SAPR) coordinator, tremendous improvement was made in complying with the SAPR programs throughout the Navy Reserve Force. Additional oversight can be done to ensure 100 percent reliability so possible victims will have both reporting options available.
2. The following comments are provided in response to the recommendations in the subject Naval Audit Service report.
 - a. Recommendation 5. Require a phone number which reaches a victim advocate or sexual assault response coordinator 24-hours per day be operational. **Commander, Navy Reserve Forces Command response:** Concur. In April 2011, a Department of Defense hotline was established with a 24-hour call center and website which enables confidential live one-on-one online messaging. Action is considered complete as of April 2011.
 - b. Recommendation 6. Establish and implement internal controls, policies, and procedures to ensure persons answering sexual assault related calls are properly trained and adhere to restricted reporting requirements. **Commander, Navy Reserve Forces Command response:** Concur. A SAPR Checklist for duty personnel was created and disseminated to all Echelon IV commands. The checklist specifically addresses "Restricted and Unrestricted" options. Duty Personnel are reminded not to ask any identifying information about the caller. Action is considered complete as of 17 February 2011.
 - c. Recommendation 7. Conduct periodic unannounced test calls to phone numbers noted in Recommendation 5. **Commander,**

Subj: RESPONSE TO NAVAL AUDIT SERVICE DRAFT REPORT N2010-
NFO000-0111, "RESPONSES TO PHONE CALLS MADE TO DEPARTMENT
OF THE NAVY SEXUAL ASSAULT-RELATED PHONE NUMBERS"

Navy Reserve Forces Command response: Concur. Command SAPRs
will conduct unannounced test calls to Echelon IV and V commands
to ensure compliance with program requirements.

d. Recommendation 8. Report results of unannounced test
calls to Director, Department of Navy, Sexual Assault Prevention
and Response Office. **Commander, Navy Reserve Forces Command
response:** Concur. Will report results as requested. Action
will be considered complete once directed by director to cease
unannounced test calls.

3. If you have any questions, please contact PSC(AW) [REDACTED] at
[REDACTED] or via e-mail at [REDACTED]

FOIA (b)(6)

[REDACTED]
[REDACTED]
Chief of Staff

FOIA (b)(6)

Appendix 3:

Management Response from Department of the Navy Sexual Assault Prevention and Response Office



DEPARTMENT OF THE NAVY
SEXUAL ASSAULT PREVENTION AND RESPONSE OFFICE
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

7510
DON SAPRO
5 Apr 11

MEMORANDUM FOR NAVAL AUDIT SERVICE

SUBJECT: Response to Recommendation by Naval Audit Service

Ref: (a) NAVAUDSVC Draft Audit Report N2010-NFO000-0111, dated 22 Mar 11, "Responses to Phone Calls Made to Department of the Navy Sexual Assault-Related Phone Numbers"
(b) SECNAV Instruction 7510.7F, "Department of the Navy Internal Audit"
(c) SECNAV Instruction 5430.108

1. We have reviewed reference (a) and respond here, as required by reference (b), to its recommendation #17, which calls for the Department of the Navy Sexual Assault Prevention and Response Office (DON-SAPRO) to plan and implement special studies to determine the effectiveness of sexual assault phone numbers, in part using the results of unannounced tests called for in separate recommendations for Commander, Navy Installations Command; Chief of Navy Reserve; and Commandant of Marine Corps.

2. We non-concur with the recommendation, for the following reasons.

a. Although DON-SAPRO functions, as delineated in reference (c), do allow for special studies in a broad range of areas, they also emphasize the role of DON-SAPRO in developing and promoting strategies to prevent sexual assaults.

b. The performance of phone lines operated by service-level Sexual Assault Prevention and Response (SAPR) programs is a primary service-level program management responsibility, and prior assessments have found shortcomings similar to those now conclusively shown by NAVAUDSVC. Additional "special studies" are not needed. Instead, service-level program managers should clarify performance standards, establish routine processes for tracking and assessing performance, and periodically report their data to DON-SAPRO. The persistent inability to achieve presumed performance levels suggests that service-level SAPR program managers should additionally review the structure of their basic processes and role responsibilities for providing timely, competent, and compassionate support whenever Sailors or Marines chose to first report they have been the victim of a sexual assault.

c. To the extent that independent Department-level validation might be warranted in the future, a follow-up audit conducted by NAVAUDSVC would seem more appropriate than a conceptually more extensive "special study" required of DON-SAPRO.

SUBJECT: Response to Recommendation by Naval Audit Service

3. Should you have any questions or desire additional information, please feel free to contact the Deputy Director, DON-SAPRO, by e-mail at [REDACTED] or by telephone at [REDACTED]

FOIA (b)(6)

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[REDACTED]

[REDACTED]

Deputy, DON-SAPRO

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